

5 June 69

Diane -

Please see Mr. Coffey's note  
re the follow-up.

(He said 5 June is too soon  
to check -- but I told him  
this just might be a reminder  
for you.)

Since OTR is very much aware  
of this, guess we don't have to  
worry yet.

p.

ILLEGIB

DD/S 69-2559

4 JUN 1969

MEMORANDUM FOR: Executive Assistant to the Director  
SUBJECT : The National Interdepartmental Seminar

Bob:

Confirming our telephone conversation, the following information on the upcoming NIS Conference was obtained from [redacted]  
[redacted]

25X1

1. The organizations involved are Department of State, Department of Defense, USIA, AID, and CIA. All participants are cleared for Top Secret.

2. Participants as of the moment include:

a. AID - Ten officers, mostly FSR-1 in rank. These include the officer responsible for AID training over-all and the officers in charge of foreign training for the different areas, including Vietnam.

b. Department of State - Nine officers, including Ambassador Lightner, Department representative at the National War College; and Department representatives at Armed Forces Staff College, Army War College, Air Force Academy, Army Special Warfare Center at Ft. Bragg, Defense Intelligence School, and the political advisor to SOUTHCOM (Panama).

c. Department of Defense - Forty-four officers, including two Brigadier Generals (the new Director of International and Civil Affairs, U. S. Army and the Commanding General, Eglin Air Force Base), faculty members from the National War College, Industrial College of the Armed Forces, the War Colleges of the Military Services, Armed Forces Staff College, CINCPAC, SOUTHCOM, and STRIKECOM.



d. USIA - No specific names as yet but anticipated level is five or six officers.

e. CIA - Up to eight officers, including Hugh Cunningham. -- Some representation from the Central Intelligence Service is anticipated.

3. The speakers in addition to the Director are:

a. Under Secretary of State U. Alexis Johnson, to open the Conference.

b. Ambassador Parker Hart, Director of NIS and Chairman of the Committee on Training.

c. Mr. Arthur Hartman, Staff Director of the Under Secretary's Committee.

d. Mr. Philip Farley, Deputy Assistant Secretary of State for Political Military Affairs.

e. General Bruce Palmer, Jr., Vice Chief of Staff, U. S. Army.

f. Ambassador C. Tyler Wood, Special Assistant to the Administrator, AID.

g. Deputy Assistant Secretary of State Marshall Green.

h. Mr. Milton Blick, ISA/Military Assistance and Sales.

i. Major General John Freund, SACSA.

As agreed, the Director's subject will be listed as "Contribution of Intelligence to the National Security Process".

(CLASSIFIED) SOURCE: CIA

John W. Coffey

ADD/S:JWC/ms (4 June 69)

Distribution:

Orig - Adse

1 - DTR

1 - DD/S Chrono

2

Approved For Release 2003/05/05 : CIA-RDP84-00780R003100110045-9

CONFIDENTIAL

Mr. Coffey:

Re your green line call to Mr. Cunningham requesting a roster of those attending 6th Annual Coordinating Conference, 18 June -

STAT

Mr. [ ] the Coordinators' head man, and the training assistant are all unavailable for conversation this afternoon. Mr. Cunningham's secretary, Gwen, will keep trying and will get the information to you as soon as possible.

Ellen  
3 June 69

Correction -

STAT

Mr. [ ] got in touch with Gwen. There is no list yet, and he doubts if one will <sup>be</sup> begun until about a week from now (since the conference is still two weeks away). Gwen will see that you receive a copy of the list as soon as they receive it.

E.

69-2426

DTR-3440

D D / S R E G I S T R Y

23 May 1969 F I L E

*Training*

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Address to the Sixth Coordination Conference

1. We're glad you will be able to accept the invitation of Ambassador Hart to address the Sixth Coordination Conference. Your address is confirmed for Wednesday, 18 June, 2:30 to 3:30 p.m., in the auditorium of the National Inter-departmental Seminar, Arlington Towers.

2. The Conference is for directors of training and senior officers who are concerned with the content and conduct of the Government's training programs on problems of development and internal defense in the backward countries. I suggest that you speak informally for about thirty minutes and then use the balance of the time to answer questions. I believe that this approach will be more effective with this group than reading an address from a prepared text. With this in mind, I have taken the liberty of attaching an outline of topics for your consideration.

3. The participants will be from State, Defense, USIA, AID, and CIA. Each will have a Top Secret security clearance.

[Redacted]

25X1

HUGH T. CUNNINGHAM  
Director of Training

Att

Distribution: O & 1 - Addressee

1 - ER  
1 - DDS <sup>Chrono.</sup> *Subject L*  
1 - O/DTR

OUTLINE

I. INTELLIGENCE AND FOREIGN POLICY

A. Influence of Intelligence on Policy

(You discussed this subject informally and in a most effective manner at the National Interdepartmental Seminar in March 1968. By way of a reminder, your approach to the subject at that time was about as follows: "We don't make policy. By the same token the information that we produce would be pointless if it didn't influence policy. This is not to say that the information is contrived to influence policy. We all know that knowledge is power. If we wanted to, we could slant the information to have the desired effect. We simply do not desire it . . ." We suggest that you conclude with an example where intelligence was a primary factor in a foreign policy decision. In March you cited the Arab-Israeli war; this or a more recent case is what we have in mind.)

B. Ways CIA Interacts with Other Agencies within the New Administration's Policy-making Machinery

(The general focus of this year's Coordination Conference will be on the new Administration's approach to coordination and decision-making in foreign policy and on the capabilities and emphases of the several foreign-affairs agencies in carrying out policy in the countries of the "developing" world.)

II. PRIORITIES OF THE INTELLIGENCE REPORT

A. Collection Requirements

(You also discussed this subject during your March visit. Your approach then was about as follows: One of the tough problems is requirements. What must we collect and what can we afford to let loose of? There's simply not enough money to go around. It's very important to make some tough decisions about what we really need for national security and what we can dispense with . . . . A mention of your National Intelligence Resources Board might be appropriate here.)

B. Political and Paramilitary Action

(There is always much interest in this part of the CIA's work. We suggest something along the lines of who or what level has the initiative for proposing such operations, how they are approved, what they are intended to accomplish, and the priority placed on them relative to the collection of foreign intelligence.)

III. ORGANIZATION OF THE INTELLIGENCE EFFORT

A. Intelligence Community

(There is always much interest in this subject--not so much in an organizational wiring diagram as in how the individual efforts of the various agencies are combined into an overall collective effort. There would also be great interest in what your commission as the Director of Central Intelligence means for these agencies, in what some of your major concerns are, and in particular areas where outstanding adequacy exists or areas where there is need for increased attention.)

B. Community's Effectiveness Against the Main Targets

(There would also be great interest in any comments you may care to make on the overall effectiveness of the intelligence effort against the Soviet Union and China.)

IV. INDEPENDENT CONTROLS ON INTELLIGENCE

A. Relations with the President's Foreign Intelligence Advisory Board

B. Relations with Congress

SECRET

STAT

Approved For Release 2003/05/05 : CIA-RDP84-00780R003100110045-9

Approved For Release 2003/05/05 : CIA-RDP84-00780R003100110045-9

Training  
FILE

Executive Director-Comptroller  
7D59 HQS

Director of Central Intelligence  
7D6011 HQS

Attached is a letter addressed to The Director which contains an invitation to speak at the Sixth Annual Coordination Conference. This is a conference for directors of training and senior officers of the foreign affairs agencies conducted by the National Interdepartmental Seminar. It is suggested that the Director's speech be on 18 June 1969 at 11:30 a.m. The attached routing sheet indicates other speakers at the Conference, including Secretary of State Rogers and General Wheeler.

SIGNED R. L. Bannerman

R. L. Bannerman  
2 MAY 1969

STAT Deputy Director for Support 7D18 HQS x [redacted]

EO-DD/S:VRT:kms (2 May 1969)

DD/S:RLB:maq (2 May 1969) --Rewritten

Distribution:

Orig - Adses (in Turn) w/O & 1 ccy DD/S 69-2044

1 - DD/S Subject w/cpy DD/S 69-2044

1 - DD/S Chrono

DD/S 69-2044: Transmittal dtd 28 Apr 69 fr [redacted] w/att Invitation from Ambassador Hart to Mr. Helms to speak at above conference

STAT

STAT

Approved For Release 2003/05/05 : CIA-RDP84-00780R003100110045-9

Approved For Release 2003/05/05 : CIA-RDP84-00780R003100110045-9

UNCLASSIFIED	CONFIDENTIAL	X	SECRET
--------------	--------------	---	--------

## OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	EX-Dir		
2	DCS		
3			
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks: Colonel White:

Attached is a letter addressed to the Director which [redacted] advises contains an invitation for him to speak at the Sixth Annual Coordination Conference. This is a Conference for directors of training and senior officers of the foreign affairs agencies conducted by the National Interdepartmental Seminar. It is suggested that the Director's speech be on 18 June 1969 at 11:30 a.m. The attached routing slip indicates other speakers at the Conference, including Secretary of State Rogers and General Wheeler.

[redacted]  
R. L. Dannerman

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE
-----------------------------------	------

UNCLASSIFIED INTERNAL  
USE ONLY CONFIDENTIAL SECRET

## ROUTING AND RECORD SHEET

## SUBJECT: (Optional)

Invitation from Ambassador Hart to Mr. Helms to speak at the 6th Annual Coordination Conference, to be held 17-19 June. (Mr. Helms is scheduled to speak at 11:30-12:30.)

FROM:	CIA Faculty Advisor TO THE CIS	RECEIVED	FORWARDED	EXTENSION	NO.
				OFFICER'S INITIALS	DATE
1.	DTR			ML	DIR-3299 28 April 1969
2.	↑ JES				
3.					
4.					
5.					
6.					
7.					
8.	↑ JES				
9.					
10.					
11.					
12.					
13.					
14.					
15.					

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

The attached envelope contains an invitation to the Director to speak at the 6th Annual Coordination Conference, 17-19 June. The Director's talk is scheduled for 10 June, 11:30 - 12:30. A copy of the invitation is attached for your information.

Other officers who have been invited to speak at the conference are:

Sec. of State, Rogers  
Under Secretary of S., Johnson  
Mr. Shauensee (USA)  
Mr. Hanna - Dir. AD  
Gen. Wheeler - Chairman, Joint Chiefs of Staff

If Mr. Helms is able to accept this invitation, it is suggested that he be urged to speak from an outline rather than from a prepared text. He has done both at the CIS and was far more effective when he spoke informally from an outline.

The Honorable Richard Helms  
The Director of Central Intelligence  
Washington, D.C. 20505

Dear Mr. Helms:

The purpose of this letter is to invite you to address the Sixth Annual Coordination Conference to be held June 17-19 for directors of training and senior officers of the foreign affairs agencies who are concerned with the content and conduct of U.S. Government training on problems of development and internal defense in the developing countries.

These annual coordination conferences are conducted by the National Interdepartmental Seminar which serves as the focal point for training in development problems and internal defense. As you know, the Seminar also offers advanced special instruction for senior officers on U.S. policy formulation, application and coordination in the developing nations. This year's conference will focus on the new Administration's approach to coordination and decision-making in foreign policy and the capabilities and emphases of the several foreign affairs agencies in implementing policy in the countries of the developing world.

I sincerely hope that you will find it possible to accept this invitation. Your talk might be on the subject of how intelligence contributes to the decision-making process in our Government in the field of foreign policy. If agreeable, we would like to schedule your talk for June 18, from 11:30 to 12:30.

I wish also at this time to express once again our appreciation for your presentation at last year's conference and for your continuing support of the National Interdepartmental Seminar.

Sincerely yours,

Parker T. Hart  
Chairman  
Committee on Training

**Next 2 Page(s) In Document Exempt**

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
	UNCLASSIFIED	CONFIDENTIAL	SECRET
<b>OFFICIAL ROUTING SLIP</b>			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Support		
2	Director of Training		
3			
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
<p><b>Remarks:</b>  STAT      Colonel White has reviewed the attached memorandum from the DDP and assumes that OTR debriefs each Agency participant. He asks whether or not [redacted] observations are typical and would like your recommendations. Please return the DDP's memorandum to Colonel White.</p> <p>STAT      FYI: The last thing on file here is an exchange of correspondence between the DCI and Undersecretary Katzenbach dated May 1968.</p>			
FOLD HERE TO R FROM: NAME, ADDRESS A O/Executive Director		R DATE 27 May SECRET	
UNCLASSIFIED	CONFIDENTIAL		

FORM NO. 237 Use previous editions  
1-67

GPO : 1968 O - 297-542

(40)

**Distribution:**

Orig - DTR via DD/S  
1 - DD/S Subject

~~SECRET~~

DD/P/25X188

Executive Registry
129-27623

24 May 1969

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT: The National Interdepartmental Seminar

*Re* -

1. For some time, as you know, we have been concerned that we are wasting the time of a number of our fairly senior officers on a periodic basis by having them attend the National Interdepartmental Seminar. True, they get to meet officers of relatively senior levels from the other agencies of government but it seems now more than ever that the price we're paying for this "getting to know you" exercise is more than it's worth. There must be less expensive ways of accomplishing this.

2. The adverse and negative reactions of the Clandestine Service attendees has been almost uniform. The latest of these is a memorandum from [redacted] of OTR, copy of which I have attached for your convenience. The time has probably come for a review of this matter and the taking of definite decisions. I don't believe we should just stumble on in this course as we're doing now. I should much appreciate your own views.

25X1

25X1

Thomas M. Karahessines  
Deputy Director for Plans

Att.

Memo dtd 19 May 69 from Mr.

25X1

~~SECRET~~

Excluded from automatic
downgrading and

DD-9-2154

SECRET

19 May 1969

25X1

MEMORANDUM FOR: Mr. [REDACTED] OTR  
SUBJECT: NIS #43

1. I found this a tired, uninspired course. The "faculty" is tired; the course is poorly organized. It obviously no longer attracts the attention and support of senior governmental officials. Still trying to maintain the momentum given the course by Robert Kennedy, the staff pretends that the NIS is much more than it really is. Far from providing a comprehensive picture of how the U.S. Government makes its foreign policy and coordinates its operations abroad, the course gives a more confused picture of the present state of U.S. foreign operations than is actually justified by reality.

2. Almost any Clandestine Services officer of sufficient talent and experience to be appointed to a senior position abroad will already know practically everything he is supposed to be learning in this course. Consequently, the course is a waste of these men's time. They may, depending on the circumstances of a given course, get to know a few people from other agencies with whom they will have some relationships in the field - but this is a very minor, accidental and overrated benefit from the course. The real gain from the NIS to a future COS or COB is likely to be so slight as to make it irrelevant whether he attends the course or not.

3. It can be argued that though our people may gain nothing from the course, they contribute something by their very presence. To some degree this is undoubtedly true. This, again, is a very haphazard process, however, and the question arises whether the same effect could not be achieved in a cheaper and less time-consuming fashion - e.g., by inviting military and DOD men of the type who attend this course to come to our building for a day of concentrated briefing "on our own ground" which we could make much more impressive than the present Agency contribution to the NIS.

SECRET

**SECRET**

-2-

4. Our participation in the course still entails a degree of security erosion which needs to be taken into account in any estimate of the net advantage/disadvantage of Agency involvement. I have the impression that, in general, the level of people sent by most agencies to this course has been declining. (State and USIA send very few people; AID sends a very mixed group.) The military send a great number of officers and some civilians who really have no need to know much, if anything, about our Agency's operations abroad. Nevertheless, the present manner of our participation in this course identifies our officers to everyone in the course and results in exposure of a considerable accumulation of data about our targets and methods of operation. I am not naturally inclined to be highly conservative on this kind of issue, but I feel uneasy about this aspect of our involvement with the course. It is time to reexamine it again.

5. Though the course in toto is not our basic responsibility, our long participation in it and the financial contribution we make to it entitle us as an Agency to raise questions about its current and future relevance. Like long-existing projects and long-standing procedures, courses even as prestigious as the NIS should be thoroughly reviewed from time to time. If it is not politic for our Agency to call into question the existence of the course as such, we are guilty of not looking after our own interests if we do not periodically reconsider whether we are getting our money's worth out of what we are putting into it. Perhaps we are; if we are, it is not clear to me just what the gain for us is.

25X1

CC: C/AF  
DDP

Distribution:

Orig & 1 - Addee  
1 - DDP  
1 - C/AF  
1 - AF/

25X1

**SECRET**

STAT

Approved For Release 2003/05/05 : CIA-RDP84-00780R003100110045-9

Approved For Release 2003/05/05 : CIA-RDP84-00780R003100110045-9